

# **BENCHMARKING ONE-STOP CENTERS**

*Understanding Keys to Success*

*A project partnership between:*

**The Workforce Board of Northern Cook County**

**The Chicago Workforce Board**

**Crossroads Workforce Investment Board**

**Central Illinois Workforce Development Board**

**Appendix  
April, 2002**

*Made possible by a Technical Assistance grant from the Illinois  
Department of Employment Security, Job Training Division*

**Prepared by**

**Corporation for a Skilled Workforce  
Ann Arbor, Michigan**

**In Partnership with**

**Leaders in Excellence  
Harrisburg, Pennsylvania**



# Appendices



# **Services to Employers Site Matrices**



### Satisfying Employers

	<i>Documented increase in employer satisfaction</i>	<i>Differentiates employer satisfaction by company size and industry</i>	<i>Uses variety of employer satisfaction measures</i>	<i>Measures sample of employers or all</i>
<b>SITE 1</b>	Use repeat business as measure, rather than assessing satisfaction directly. Also track whether employers heard about their services from other employers.	No.	Yes. Written survey at time of service and post service, verbal survey at time of service and post-service, and testimonials.	All.
<b>SITE 2</b>	Currently conducting employer satisfaction survey. Results will be available over next few months.	No.	Yes. Employer roundtables, focus groups, and telephone surveys (after all services have been rendered).	All.
<b>SITE 3</b>	No quantified measures. Employer comments have been increasingly positive, however.	No.	Few. Written survey after completion of all services (state survey) and group forums.	Random (state survey).
<b>SITE 4</b>	Unknown.	Yes	No. Uses only verbal survey at time of service.	Random sample. State does statewide random survey twice a year.
<b>SITE 5</b>	Did not see any customer satisfaction results. Board is involved in conducting customer interviews and looks closely at the feedback.	No clear differentiation by customer size and industry.	Currently using customer interviews to gather feedback about satisfaction with services.	Measuring a sample of customers.
<b>SITE 6</b>	Did not see any customer satisfaction results.	Yes.	Yes. Uses a written survey at the time of service. Uses a written and phone survey after the completion of services. Convenes group forums.	Does a random sampling of employers 6 times per year.
<b>SITE 7</b>	Unknown.	No.	Yes.	Sample.
<b>SITE 8</b>	Can not get these measures at this time.	No.	Yes.	All.
<b>SITE 9</b>	Standard rating is 9.0; rating achieved in 2000 was 8.99.	No.	Yes. Written survey at the time of service and verbal (phone) survey after completion of services.	Conducts random time sampling for all employers every 6 months.
<b>SITE 10</b>	No.	Yes.	No. Uses only verbal survey at time of service.	Random sample. State does statewide random survey twice a year.
<b>SITE 11</b>	No.	No.	No.	Random sample. State does statewide random survey twice a year.
<b>SITE 12</b>	Unknown; does feedback surveys.	No.	No.	Random sample. State does statewide random survey twice a year.
<b>SITE 13</b>	Unknown.	No.	Yes.	Sample.
<b>SITE 14</b>	Currently conducting employer satisfaction survey. Results will be available over next few months.	No.	Yes. Employer roundtables, focus groups, and telephone surveys (after all services have been rendered)	All.

## Satisfying Employers

	<i>Evidence of image change</i>	<i>Satisfaction strategy</i>
<b>SITE 1</b>	Economic developer testimony: does not think of entity as “low end” anymore, but equates to other private entities brought in to “pitch” to economic prospects.	Not promising what can’t be delivered; i.e., not promising screened or qualified applicants at no cost.
<b>SITE 2</b>	Strategies for improving image includes network-wide branding and co-branding website with a major local television station.	New strategy is to “never tell employers we can’t help them.” Address immediate needs and build long-term relationships. Working to position selves as intermediary and broker.
<b>SITE 3</b>	Response to employer satisfaction surveys indicate that employers who previously used Employment Services only for unskilled labor are finding that they can find all kinds of employees through the one-stop.	Business Liaisons develop personal relationships with employers. See 7-8 employers per day. Very plugged into community groups. Act in a consulting role and as a broker to meet employer needs.
<b>SITE 4</b>	Image linked to community college since center is inside main building. Employers report they choose the one-stop over the employment service office due to more personal services and perception that it is less rigid.	Personal attention. Center will do follow-up with its placements to help people keep their jobs. Will even go to house to see what issues are if a person isn’t coming in to work.
<b>SITE 5</b>	No discussion of image change.	Building relationships with customers to ensure satisfaction with services.
<b>SITE 6</b>	Yes. Competitive cooperation among local one-stops has improved the image of the center.	Building relationships with employers to ensure individualized or customized services are provided.
<b>SITE 7</b>	Yes.	Yes.
<b>SITE 8</b>	Yes.	Yes.
<b>SITE 9</b>	Yes.	Yes.
<b>SITE 10</b>	Image linked to community college since center is inside main building. Employers report they choose the one-stop over the employment service office due to more personal services and perception that it is less rigid.	Personal attention. Center will do follow-up with its placements to help people keep their jobs. Will even go to house to see what issues are if a person isn’t coming in to work.
<b>SITE 11</b>	Image of one-stop equates to image of employment service, which houses and manages the site. Interviewed employers very positive about the center. New facility at launch helped with image.	Personal relationships with local employers. Active Job Service Employer Committee advises center; strong informal relationships key.
<b>SITE 12</b>	Center is in a large human services facility; no pre-existing image.	Unknown.
<b>SITE 13</b>	Yes.	Yes.
<b>SITE 14</b>	Strategies for improving image includes network-wide branding and co-branding website with a major local television station	New strategy is to “never tell employers we can’t help them.” Address immediate needs and build long-term relationships. Working to position selves as intermediary and broker.



### Satisfying Employers

	<i>Documented increase in new and repeat business clients</i>	<i>Documented increase in purchased services</i>
<b>SITE 1</b>	Baseline: 400 Year 1: 440 new, 814 repeat Year 2: 302 new, 2,685 repeat	Yes Baseline: zero Year 1: \$60,440 year 2: \$105,500
<b>SITE 2</b>	Repeat documented through employer tracking software. New Employers: Baseline: ('00-'01): 1000 Actual ('00-'01): 896	No. Still developing strategies in this area.
<b>SITE 3</b>	50% increase in 1 <sup>st</sup> year when Business Liaison model was implemented.	Would go to fees reluctantly if financially necessary. Only current fee activity is job profiling for Work Keys, an activity shared with the community college.
<b>SITE 4</b>	Unknown.	Not looking at doing any fee for service. (And employers indicated they would not pay for any current services).
<b>SITE 5</b>	No discussion of new and repeat business clients.	No discussion of an increase in purchased services.
<b>SITE 6</b>	No. A system decline from 2000 to 2001.	Yes. Gradually building a portfolio of fee-for-service products and services.
<b>SITE 7</b>	Unknown.	Purchased services have varied from year to year. It is still a very small percentage of total budget.
<b>SITE 8</b>	Information not available yet.	No. Purchased services have not been a high priority. Consortium Operator is currently considering priority to give purchased services in the future.
<b>SITE 9</b>	Not able to track these data using the state's system.	The only purchased service that is available is aptitude testing.
<b>SITE 10</b>	Unknown.	Not looking at doing any fee for service. (And employers indicated they would not pay for any current services).
<b>SITE 11</b>	Unknown.	No fee-supported services.
<b>SITE 12</b>	Unknown.	No fee-supported services.
<b>SITE 13</b>	Unknown.	Purchased services have varied from year to year. Highest amount was two years ago - \$74,000.
<b>SITE 14</b>	Repeat documented through employer tracking software. New Employers: Baseline: ('00-'01): 1,000 Actual ('00-'01): 896	No. Still developing strategies in this area.

### Satisfying Employers

	<i>Documented increase in job openings posted</i>	<i>Documented increase in level of job openings received</i>
<b>SITE 1</b>	Yes, for locally developed system used by corp. entity. Baseline: 1,548 Year 1: 6,155, Year 2: 22,175	Yes, for operator corporate entity only, not for one-stop. Baseline: \$9.62 Year 1: \$10.53, Year 2: \$11.58
<b>SITE 2</b>	Yes (for locally-developed system) Baseline ('00-'01): 4,000 Actual ('00-'01): 7,918 Additional postings on website: 2,898	No increase or decrease, but 2000-2001 job openings posted averaged \$11.05 per hour.
<b>SITE 3</b>	Yes. Number increased 50% in the first year of doing one-stop, integrated programming.	Unknown.
<b>SITE 4</b>	Indicates an increase, but no numbers obtained.	Unknown. A major employer customer is a telemarketing firm. However, community college attracts higher wage job openings due to graduate pool.
<b>SITE 5</b>	No data on job openings.	No data on job openings.
<b>SITE 6</b>	Yes. A system increase from 4,012 to 6,122.	No data on level of job openings obtained.
<b>SITE 7</b>	Unknown.	Unknown.
<b>SITE 8</b>	The Center uses the State's system and as of the date of the visit the State system was not yet able to provide such information.	Unknown.
<b>SITE 9</b>	Not able to track these data using the state's system.	Not able to track these data using the state's system.
<b>SITE 10</b>	Indicates an increase, but no numbers obtained.	Unknown. A major employer customer is a low-wage telemarketing firm. However, community college attracts higher wage job openings due to graduate pool.
<b>SITE 11</b>	Unknown.	Unknown.
<b>SITE 12</b>	Unknown.	Unknown.
<b>SITE 13</b>	Unknown.	Unknown.
<b>SITE 14</b>	Yes (for locally-developed system) Baseline ('00-'01): 4,000 Actual ('00-'01): 7,918 Additional postings on website: 2,898	No increase or decrease, but 2000-2001 job openings posted averaged \$11.05 per hour.

## Managing Employer Services

	<i>Management Model: positioning of business services</i>	<i>Business perspective</i>
<b>SITE 1</b>	Separate business services unit directed by corp. VP reporting to president.	Fee-based services intended to gain credibility, not “make money”
<b>SITE 2</b>	Completed restructuring to bring three separate staffs together as one “Strategic Alliances Team”. Team now reports to one director who reports to CEO of the board, not the one-stop operators.	Marketing the one-stop network, board, and Youth programs as “workforce solutions.”
<b>SITE 3</b>	Workforce Board is operator. Considered keeping the 7 business liaisons at operator level, but happy they put it in the integrated request for proposals because feel the liaisons work more as a team with a shared purpose with the one-stop staff. There is a perception of shared accountability.	Very community-focused. Employer services are part of developing the community which is why they are reluctant to charge fees.
<b>SITE 4</b>	Operator level. One individual acts as the employer liaison. Trying to develop an employer services unit.	Community-focused. Employers want to hire locally so the employees have ties to the community. Looks at how placements <i>keep</i> working; large transportation budget and initiated a transportation vendor that pro rates costs among many partners.
<b>SITE 5</b>	Taking an anthropological approach to studying and understanding the needs of businesses. Focused on conducting site visits to employers to build relationships and engage potential board members. Being very opportunistic in responding to needs.	Focused on building relationships with about 12 companies. Board membership is not at the CEO level; rather they require board members to work. Board members define the work of the board and then do it using task-based processes adopted from local employers.
<b>SITE 6</b>	Center has an employer services group that is focused on developing the portfolio of services offered to business and industry.	Building relationships with employers to ensure individualized or customized services are provided.
<b>SITE 7</b>	Business services are a high priority for the Workforce Board and the One Stop Operator.	Yes.
<b>SITE 8</b>	Business services have not been as high a priority as job seeker services. It is anticipated to become a higher priority in the future.	Yes.
<b>SITE 9</b>	Business services have not been as high a priority as job seeker services.	Yes. Annual strategic planning stakeholder survey is conducted with businesses.
<b>SITE 10</b>	Operator level. One individual acts as the employer liaison. Trying to develop an employer services unit.	Community-focused. Employers want to hire locally so the employees have ties to the community. Looks at how placements <i>keep</i> working; large transportation budget and initiated a transportation vendor that pro rates costs among many partners.
<b>SITE 11</b>	Done by employment services staff, lead partner at center. See a dedicated employer services unit as a luxury, but looking into improved interagency coordination of employer contacts.	Community-focused. Building and managing relationships is key; trust is essential to credibility.
<b>SITE 12</b>	Managed by workforce development coordinator. Done by mix of staff from employment service and other partners. Using a Business Advisory Council to steer.	Unknown.
<b>SITE 13</b>	Business services is a high priority for the Workforce Board and the One Stop Operator. Operator is closely aligned with community’s economic development effort.	Yes.
<b>SITE 14</b>	Completed restructuring to bring three separate staffs together as one “Strategic Alliances Team.” Team now reports to one director who reports to CEO of the board, not the one-stop operators.	Marketing the one-stop network, board, and Youth programs as “workforce solutions.”

### Managing Employer Services

	<i>Develops and uses a business plan</i>	<i>Receives non-federal funds to support business services</i>	<i>Uses external partners to expand scope of services</i>	<i>External providers use own names or one-stop or operator name</i>
<b>SITE 1</b>	Yes.	No.	Yes. Uses for-profit and non-profit entities. Baseline: 2 partners. Year 1: 16, Year 2: 19	External providers use their own names. Operator acts as broker.
<b>SITE 2</b>	Yes.	Not currently.	Yes. Uses community colleges, community-based organizations, employment & training providers, and faith-based organizations.	External providers use their own name.
<b>SITE 3</b>	No.	No.	Yes. Uses community college, community-based organizations, state agencies and other partners.	Use their own name
<b>SITE 4</b>	Yes.	No.	No. Community college is operator itself. Job orders placed with college are not automatically shared with partners.	Not available.
<b>SITE 5</b>	Looking at asking teams for business plans for particular service strategies to improve decision-making around service development and delivery.	Incorporation allows foundation money, grant money, and contracts with business to provide alternative sources of revenue.	Partners with business and industry associations to conduct employer interviews.	External partners use own names.
<b>SITE 6</b>	Yes.	Yes.	Yes.	External partners use own names.
<b>SITE 7</b>	Yes.	Yes. Receives State Legislature general fund appropriation for the One Stop System for the area.	Yes.	Own name.
<b>SITE 8</b>	Yes.	No.	Yes	Own name.
<b>SITE 9</b>	Yes. Business plan was developed initially. Strategic planning occurs annually.	No.	Yes.	One-stop name.
<b>SITE 10</b>	Yes.	No.	No. Community college is operator itself. Job orders placed with college are not automatically shared with partners.	N/A.
<b>SITE 11</b>	Yes.	No.	No.	Not applicable.
<b>SITE 12</b>	Yes.	No, but county supplements employment service funds to pay for additional staff on site.	No.	Not applicable.
<b>SITE 13</b>	Yes.	Yes. Receives State legislative general fund appropriations of the One Stop System for the area.	Yes.	Own name.
<b>SITE 14</b>	Yes.	Not currently.	Yes. Uses community colleges, community-based organizations, employment & training providers, and faith-based organizations.	External providers use their own name.

### Managing Employer Services

	<i>Used existing staff to develop and deliver business services</i>	<i>Market niche strategies</i>
<b>SITE 1</b>	No. Hired new staff with business backgrounds.	Filled market niche as a "head hunter" for entry level workers. Focused geographically on empowerment zone and industrial park. Business services people assigned zip code areas for which they are responsible.
<b>SITE 2</b>	Both (new and existing staff).	Working and struggling to develop market niche that is both regional and industry driven. Geographic area and business locations have made it difficult, but not impossible.
<b>SITE 3</b>	Yes.	Not defined.
<b>SITE 4</b>	Yes.	
<b>SITE 5</b>	Employer development agents provide a higher level of service to employers. A business liaison team works with employers to provide rapid response services.	Receive money from the state to gather data and information about local occupations. Using rapid response funds to support the sector based work.
<b>SITE 6</b>	Yes.	Doing market research sporadically. Unclear about the position of employer services in the market.
<b>SITE 7</b>	The One Stop Operator for the Center was competitively procured by the workforce board and all staff for the center hired by the Operator.	No.
<b>SITE 8</b>	Center is operated by a Consortium, which uses staff of the partners to operate the center.	No.
<b>SITE 9</b>	Existing partner staff are designated as employer representative staff.	No.
<b>SITE 10</b>	Yes.	Unknown.
<b>SITE 11</b>	Yes.	Local firms, facilities in small county.
<b>SITE 12</b>	Yes.	Firms hiring at level of job seeker customer readiness; often entry-level or close.
<b>SITE 13</b>	The One Stop Operator, a new not-for-profit created by five organizations, was competitively procured by the workforce board and all center staff then hired by this Operator. The staff who provide business services were selected because of their human resources backgrounds.	Yes. Small companies and not-for-profits.
<b>SITE 14</b>	Both (new and existing staff).	Working and struggling to develop market niche that is both regional and industry driven. Geographic area and business locations have made it difficult, but not impossible.

### Managing Employer Services

	<i>Targets specific industries</i>	<i>Uses a tracking and reporting system specific to employer services.</i>	<i>Reports to workforce board</i>
<b>SITE 1</b>	No.	Yes. Developed Access database.	Monthly data provided to workforce board.
<b>SITE 2</b>	Industry cluster reports developed at the workforce board level, but not evident that this has resulted in targeted practice at one-stop level.	Yes. Developed special database.	Monthly reports on goals.
<b>SITE 3</b>	Business liaisons have A, B, and C lists of employers. "A list" employers have best jobs and best pay. Liaisons prioritize A list employers for developing relationships.	Yes. Locally created Access database to track employer contacts.	Workforce board is operator
<b>SITE 4</b>	Planning that the operator will handle small employers and employment service (which still maintains separate office and identity) will handle larger ones.	No.	Meets monthly with workforce board steering committee.
<b>SITE 5</b>	Currently focused on the health care and communication technology sectors.	Using a proprietary database to gather information about different companies. Not using specific tracking or reporting system.	Workforce board members are engaged in getting feedback from businesses and in helping to development specific strategies for addressing employer needs.
<b>SITE 6</b>	Yes. Trying to respond to changes at the airport. Also looking at targeting specific industry needs.	No.	Yes. Board staff meets monthly with the center manager.
<b>SITE 7</b>	No.	Yes. Has it's own system plus uses and connects to the State's system.	Yes.
<b>SITE 8</b>	No. May in the future since the region has designated certain industries for growth.	No. Uses the State's System. Is considering obtaining it's own system which would link to the State's system.	Yes.
<b>SITE 9</b>	No. The workforce board is more focused on targeting specific industries than the center.	No. Use the state's system that does not allow them to track these data.	Yes. The workforce board is very engaged in economic development activities and other business related work.
<b>SITE 10</b>	In the future, planning that the operator will handle small employers and employment service (which still maintains separate office and identity) will handle larger ones.	No.	Reports at every workforce board meeting. Local steering committee meets monthly.
<b>SITE 11</b>	Unknown.	No.	Yes; reports to workforce board oversight committee; uses statewide reporting format.
<b>SITE 12</b>	No.	No.	Yes; workforce board committee does oversight, including quality assurance program plus chartering.
<b>SITE 13</b>	Yes. See above.	Yes. Has its own system plus also uses and connects its system to the state's system.	Yes.
<b>SITE 14</b>	Industry cluster reports developed at workforce board level, but not evident that this has resulted in targeted practice at one-stop level.	Yes. Developed special database.	Monthly reports on goals.

<b>Managing Employer Services</b>		
	<i>Integrates employer services among one-stop partners</i>	<i>Average number of employer customers per month</i>
<b>SITE 1</b>	No. Services are marketed and delivered under operator's corporate name only.	831 active
<b>SITE 2</b>	Yes. Example: Coordinates large layoff "Rapid Response" services with several partner organizations. Working towards more collaboration.	115-130
<b>SITE 3</b>	Yes. Visits to new employers are done jointly with economic development representatives. Liaisons make "cold calls" and then "broker" services to "specialists" like vocational rehabilitation or a community college as required by employer need. Partners have access to database.	1,097
<b>SITE 4</b>	None evident.	50
<b>SITE 5</b>	Looking to build tighter connections between job seeker and employer services.	No data about the average number of employer customers.
<b>SITE 6</b>	Yes.	2,000 per year for the system.
<b>SITE 7</b>	Yes.	900 per year. About 10% are temporary agencies.
<b>SITE 8</b>	Yes.	Approximately 80/month and 963/year (new customers).
<b>SITE 9</b>	Yes. Integrated functional team provides employer services.	Not able to track these data using the state's system.
<b>SITE 10</b>	None evident. Working on integrated employer services unit.	50
<b>SITE 11</b>	Employment Service shares unsuppressed job listings with staff from partners at the center.	Unknown.
<b>SITE 12</b>	Yes. Good employment service cooperation with other partners on site.	Unknown.
<b>SITE 13</b>	The Operator has multiple funding sources so its staff provides employer services.	688 annually.
<b>SITE 14</b>	Yes. Example: Coordinates large layoff "Rapid Response" services with several partner organizations. Working towards more collaboration.	115-130

<b>Delivering Services to Employers</b>			
	<i>Candidate recruitment, matching, screening, assessment</i>	<i>Training Services</i>	<i>Background checks, skill and aptitude testing</i>
<b>SITE 1</b>	Yes. Recruitment and referral: no cost. Screening and assessment: for fee.	Yes. For Fee.	Yes. For fee.
<b>SITE 2</b>	Yes. Provided by center staff, partners, and board staff at no cost.	Yes. No fee.	Yes. Provided by center staff and partners at no cost to customers.
<b>SITE 3</b>	Yes. No fee.	Yes. No fee.	No background checks. Yes on skill and aptitude testing. No fee.
<b>SITE 4</b>	Yes.	Yes. Operator is also a community college and adult basic education provider.	No.
<b>SITE 5</b>	Yes.	Yes.	Yes.
<b>SITE 6</b>	Yes.	Yes.	Yes.
<b>SITE 7</b>	Yes.	Unknown.	Skill and Aptitude testing.
<b>SITE 8</b>	Yes.	Unknown.	Skill and Aptitude testing.
<b>SITE 9</b>	Matching, screening, and interviewing.	Yes.	Aptitude testing.
<b>SITE 10</b>	Yes.	Yes. Operator is also a community college and adult basic education provider.	Yes, center has done prehire skill and aptitude testing for several new employers.
<b>SITE 11</b>	Yes.	Yes. Community college is a partner and handles training assistance requests.	No.
<b>SITE 12</b>	Yes.	Yes. Community college is a partner and handles training assistance requests.	No.
<b>SITE 13</b>	Yes.	Yes.	Skill and aptitude testing.
<b>SITE 14</b>	Yes. Provided by center staff, partners, and board staff at no cost.	Yes. No fee.	Yes. Provided by center staff and partners at no cost to customers.



<b>Delivering Services to Employers</b>			
	<i>Business Services such as planning, staff development, career mapping; grant writing</i>	<i>Use of income from fee-based services</i>	<i>Employers can post job orders over the internet</i>
<b>SITE 1</b>	Yes, for fee.	All income is "program income" that belongs to the Workforce Board	Yes.
<b>SITE 2</b>	Yes (for internal work mostly). No fees.	Not applicable. Fee for service not encouraged, but board policy is that 5% of revenue be sent to the workforce board. One center sent in its 5% from a job fair and it was returned because the board was not yet prepared to deal with it.	Yes
<b>SITE 3</b>	Yes, no fees.	Not applicable.	Yes.
<b>SITE 4</b>	No.	Not applicable.	Yes.
<b>SITE 5</b>	Yes	Back into center services.	Yes.
<b>SITE 6</b>	Yes.	Back into services for job seekers.	Yes.
<b>SITE 7</b>	Yes	Put into Center services.	Yes.
<b>SITE 8</b>	No.	Put into Center services.	Yes.
<b>SITE 9</b>	No.	Put into Center services.	Yes.
<b>SITE 10</b>	No.	Not applicable.	Yes.
<b>SITE 11</b>	No.	Not applicable.	Yes.
<b>SITE 12</b>	No.	Not applicable.	Yes, center runs county-specific site in addition to statewide system.
<b>SITE 13</b>	Yes.	Put into Center services.	Yes.
<b>SITE 14</b>	Yes (for internal work mostly). No fees.	Not applicable. Fee for service not encouraged, but board policy is that 5% of revenue be sent to the workforce board. One center sent in their 5% from a job fair and it was returned because the board was not yet prepared to deal with it.	Yes.

<b>Delivering Services to Employers</b>			
	<i>Brokering of services to employers by the one-stop center</i>	<i>Markets "no cost" and for fee in same marketing materials</i>	<i>Market Identity</i>
<b>SITE 1</b>	No. Brokering is done by the operator under the corporate name, not by the one-stop.	Yes.	Uses corporate name of operator and markets as a private company. Does not market as "public" and does not use a collective one-stop name.
<b>SITE 2</b>	Yes.	Not currently.	Branded as [NAME] One-Stop Career Center Network, although brand names do not now appear on buildings nor individual one-stop marketing materials. Board is developing strategies around brand identity.
<b>SITE 3</b>	Yes.	Not applicable.	Strong brand identity used statewide. All centers prominently use name on buildings and marketing materials.
<b>SITE 4</b>	No.	Not applicable.	Strong brand identity used statewide.
<b>SITE 5</b>	Yes.	Yes.	Creatively meeting the needs of employers in the region.
<b>SITE 6</b>	Yes.	Yes.	Center identity is strong, but no identity as part of a system.
<b>SITE 7</b>	Yes.	Yes.	Yes. Center Name.
<b>SITE 8</b>	Yes.	No.	Yes. Center Name.
<b>SITE 9</b>	Yes.	No.	Yes. Center Name.
<b>SITE 10</b>	No.	Not applicable.	Strong brand identity used statewide.
<b>SITE 11</b>	No.	Not applicable.	Two conflicting identities: strong one-stop brand plus strong employment service brand; both are used. Employers interviewed said that locally one stop is seen as being identical to employment service.
<b>SITE 12</b>	Yes. Center sees its role with both employer and individual customers as brokering what they need.	Not applicable.	Center has strong identity tied to human service base and emphasis in the overall building; very high quality look and feel and service approach.
<b>SITE 13</b>	Yes.	Yes.	Yes. Operator/Center name.
<b>SITE 14</b>	Yes.	Not currently.	Branded as [NAME] One-Stop Career Center Network, although brand names do not now appear on buildings nor individual one-stop marketing materials. Board is developing strategies around brand identity.

### Measuring Success

	<i>Workforce Board requires business focus</i>	<i>Workforce Board sets targets/ priorities for type of industries</i>	<i>Workforce Board sets performance criteria for business services.</i>
<b>SITE 1</b>	Yes.	Mayor's office has priorities for sector development. Operator's business strategy is not aligned.	No.
<b>SITE 2</b>	Yes.	Yes, through Regional Strategic Planning Committee (although has not filtered down into action at one-stop level)	No.
<b>SITE 3</b>	Yes, through request for proposal requirements.	No.	No.
<b>SITE 4</b>	No.	No.	No.
<b>SITE 5</b>	Yes.	Focused on building relationships with about 12 companies.	Board members are engaged in getting feedback from businesses and in helping to develop specific strategies for addressing employer needs.
<b>SITE 6</b>	Yes.	Workforce Board is working with specific industries, but not setting priorities for the centers.	Yes.
<b>SITE 7</b>	Yes.	Workforce Board has identified target industries for the region.	Yes.
<b>SITE 8</b>	Yes.	Workforce Board is doing so now.	Yes.
<b>SITE 9</b>	Yes.	Workforce Board is working on it.	No.
<b>SITE 10</b>	No.	No.	No.
<b>SITE 11</b>	Yes.	No.	No.
<b>SITE 12</b>	Yes.	No.	Yes.
<b>SITE 13</b>	Yes.	Workforce Board has identified target industries for the region.	Yes.
<b>SITE 14</b>	Yes.	Yes, through Regional Strategic Planning Committee (although has not filtered down into action at one-stop level).	No.

### Measuring Success

	<i>Workforce Board requires fee for service</i>	<i>Operator sets measures for success</i>	<i>Measures market penetration</i>
<b>SITE 1</b>	No.	No. Still struggling with measures: what to collect, what and how to report.	No hard data and not for entire region.
<b>SITE 2</b>	No.	Yes.	In the process of doing this now with branding and employer satisfaction surveys.
<b>SITE 3</b>	No.	No. Have conceptually outlined system evaluation indicators, but have not made further progress.	No. Haven't been able to figure out a good way to measure market penetration in terms of number of job opening.
<b>SITE 4</b>	No.	No.	No.
<b>SITE 5</b>	Yes; key component of their revenue generation strategy.	No.	No.
<b>SITE 6</b>	Yes.	Yes.	No.
<b>SITE 7</b>	Yes.	Yes, in addition to the workforce board's measures.	Unknown.
<b>SITE 8</b>	Yes.	Yes, in addition to the workforce board's measures.	Unknown.
<b>SITE 9</b>	No.	Yes.	Yes.
<b>SITE 10</b>	No.	No.	No.
<b>SITE 11</b>	No.	No.	No.
<b>SITE 12</b>	No.	Yes.	No.
<b>SITE 13</b>	Yes.	Yes, in addition to Workforce Boards measures.	Unknown.
<b>SITE 14</b>	No.	Yes.	In the process of doing this now with branding and employer satisfaction surveys.

# **Services to Job Seekers Site Matrices**



### Satisfying Job Seekers

	<i>Documented increase in customer satisfaction</i>	<i>Differentiates satisfaction among customer types</i>	<i>Measures satisfaction by center, not by program</i>
<b>SITE 1</b>	Consistently high customer satisfaction rankings.	No.	No.
<b>SITE 2</b>	Unknown.	No.	Yes.
<b>SITE 3</b>	No satisfaction surveys prior to implementation of one-stop system, so no increase can be documented.	No.	Yes.
<b>SITE 4</b>	Did not see any customer satisfaction results. Board looks closely at the customer survey results and expects the management team to address issues on a continuous basis.	Formally surveying customers annually, including job seekers, employers, and staff.	Measures satisfaction based on one-stop services, not programs.
<b>SITE 5</b>	Did not see any customer satisfaction results. Board is involved in conducting customer interviews and looks closely at the feedback.	No clear differentiation among customer types.	Satisfaction is being measured based on services, not programs.
<b>SITE 6</b>	Did not see any customer satisfaction results.	The one-stop measures job seeker satisfaction by program as well as for the center as a whole.	The one-stop measures job seeker satisfaction by program as well as for the center as a whole.
<b>SITE 7</b>	Referred to Survey recently finished for the Workforce Board that gave site an 83.7% satisfaction rating by job seekers.	No.	Yes.
<b>SITE 8</b>	Not available at this time. Will be available in the near future.	No.	Yes.
<b>SITE 9</b>	Standard rating is 9.0; rating achieved in 2000 was 8.99.	Measure customer satisfaction by the services delivered.	Yes, the center measures customer satisfaction for the center as a whole.
<b>SITE 10</b>	Yes.	Unknown.	Yes.
<b>SITE 11</b>	Unknown.	Unknown.	Yes.
<b>SITE 12</b>	Unknown.	Unknown.	Yes.
<b>SITE 13</b>	Unknown.	No.	Yes.
<b>SITE 14</b>	Beginning stages of gathering data	No.	Yes.

### Satisfying Job Seekers

	<i>Uses a variety of customer satisfaction measures and tools</i>	<i>Measures sample of customers or all</i>	<i>Seeks customer input on measures</i>
<b>SITE 1</b>	Yes. Paper surveys after completion of all services; paper surveys after workshops, mystery shopper.	All customers at certain times (time sampling).	No.
<b>SITE 2</b>	Yes. Written and phone surveys.	Varies. Sometimes all; sometimes sample.	No.
<b>SITE 3</b>	A Few: Written survey at time of service and mystery shopper.	All.	No.
<b>SITE 4</b>	Relies primarily on an annual customer survey. An additional survey for supportive services customers is conducted for those using intensive services.	Measures a sample of customers.	Attempted to establish what was really important to customers as part of the baseline survey.
<b>SITE 5</b>	Currently using customer interviews to gather feedback about satisfaction with services.	Measuring a sample of customers.	Using customer interviews to gather input regarding the need for specific services.
<b>SITE 6</b>	Yes. Uses a written survey at the time of service. Uses a written and phone survey after the completion of services. Convenes group forums. Conducts an informal mystery shopper assessment.	The customer sample varies by tool. Surveying all customers and a random sample of customers 6 times per year.	Yes. Center has a strategy for obtaining customer input, including conducting surveys and focus groups or customer forums.
<b>SITE 7</b>	Yes. Satisfaction measures include written surveys at time of service; verbal surveys at time of service; verbal surveys via phone calls after service completion, focus groups, and mystery shoppers.	Sample.	Yes.
<b>SITE 8</b>	Yes.	All.	Yes.
<b>SITE 9</b>	Use a written and verbal survey at the time of service.	All customers are measured for some of the services. Services conduct surveys on a 3-wk rotation to avoid over-surveying.	Yes; center has a strategy for obtaining input from customers on their expectations for services and outcomes.
<b>SITE 10</b>	Yes; written and verbal surveys; group forums.	All customers.	Yes.
<b>SITE 11</b>	Yes; written survey after completion of all services; state follow up survey of customers.	All customers, random time sampling.	No.
<b>SITE 12</b>	Yes; written survey at time of service; state follow up survey of customers.	All customers, two-week period each quarter.	Yes.
<b>SITE 13</b>	Yes.	Sample.	Yes.
<b>SITE 14</b>	Yes. Written and phone surveys.	Varies. Sometimes all; sometimes sample.	No.



### Satisfying Job Seekers

	<i>There is evidence of image change</i>	<i>Satisfaction strategy</i>	<i>Documented increase in new and repeat customers</i>
<b>SITE 1</b>	Significant spikes in usage of the operator website occurred when articles were published in local business magazine and city paper.	Employer-first focus. Believes it can best serve all its clients, including job seekers, by being able to respond to the job and skill needs of employers.	Customer visits rose 12% over one year. New customers were up 87% from the previous year.
<b>SITE 2</b>	Customers interviewed commented on positive change.	Unknown.	No.
<b>SITE 3</b>	Lots of anecdotal evidence and positive response by job seekers. Wider variety of people using services now – professionals, younger and older, wider variety of education and experience backgrounds.	Focus on the customer rather than on the program. Staff are accountable for multiple program outcomes rather than just Workforce Investment Act, or just Welfare to Work or Temporary Assistance to Needy Families (TANF), etc., so staff look at customer's needs rather than one program's needs.	No documentation, but lots of informal evidence. Far wider variety of people using the center. Many people come in on a regular basis, weekly or even daily.
<b>SITE 4</b>	Staff greeting customers at the front door. Expanding work station space up front. Job connection rooms are getting bigger and more out front. Culture change after UI claims became centralized through a call center. Fewer people are bringing kids into the center; sense that the business is different.	Business service model drives the customer flow.	Increase in job seeker use of one-stop.
<b>SITE 5</b>	No discussion of image change.	Building relationships with customers to ensure satisfaction with services.	No discussion of the number of customers.
<b>SITE 6</b>	No discussion of image change.	Center has a strategy for building customer relationships to ensure satisfaction with services.	System volume of new customers was down negligibly from last year (from 7,636 to 7,478 or 2%).
<b>SITE 7</b>	Yes. Attractive facility for One Stop Center that was obtained on Community College site at the time site was competitively procured to be the One Stop Operator.	Yes.	Operator must meet customer numbers specified by the Workforce Board on an annual basis.
<b>SITE 8</b>	Yes.	Yes.	Not available at this time. Will be available in the near future.
<b>SITE 9</b>	No discussion of image change.	Currently developing a strategy for building and strengthening customer relationships.	Don't differentiate between new and repeat customers.
<b>SITE 10</b>	Yes.	Yes.	Unknown.
<b>SITE 11</b>	Yes.	Unknown.	Unknown.
<b>SITE 12</b>	Yes.	Yes.	Unknown.
<b>SITE 13</b>	Yes. Facility for the One Stop was obtained after the Operator was competitively procured several years ago.	Yes.	Operator must meet customer numbers specified by the Workforce Board on an annual basis. Project #s for FY2001 will significantly increase for job seekers – 14,000 vs. 9,000.
<b>SITE 14</b>	Customers interviewed commented on positive change.	Unknown.	No,

### Satisfying Job Seekers

	<i>Documented increase in "level" of customer (education and experience)</i>	<i>Appearance/Image of Center: Greeter not behind a desk, Common reception point, Space for group services, Clearly posts hours of operation, Expanded hours, Signage/Brand Name, Clear internal signage, Staff wear name tags, Menu of services displayed, Vision/mission displayed</i>
<b>SITE 1</b>	Center in industrial park attracts more employed individuals.	Greeter behind a desk. Common reception point. Space for group services. Hours of operation posted. Expanded hours of 8:30 to 6:00 on Monday and Tuesday. One name, name belongs to competitively procured operator entity. Internal signage is clear. Employees wear name tags, including logo wear. No menu of services displayed, Vision/mission displayed.
<b>SITE 2</b>	"Level" of customer varies from site to site; however, no documentation of increase was provided.	Greeter not behind a desk. Common reception point. Space for group services. Posting of hours of operation varies by site. Expanded hours varies by site, one location had no expanded hours, another offered Tuesday and Wednesday until 7 pm. Workforce Board strategy is to have common branding of sites, but currently inconsistently deployed. Internal signage is clear. Employees wear name tags. Display of menu of services varies by site. Display of vision/ mission varies by site.
<b>SITE 3</b>	Through employer satisfaction surveys, they learned that employers used to think of Employment Services as just a place to get unskilled labor, now they can find all kinds of employees.	Greeter not behind a desk. Common reception point. Space for group services. Hours of operation posted. Evening hours for specific services only. One name for services under the aegis of the Workforce Board. Clear internal signage. Employees wear name tags. Menu of services displayed. Vision/mission not displayed.
<b>SITE 4</b>	Marketing more professional type jobs. Seeing customers at all levels of the economic strata.	Information specialists meet customers at the front door. Some space is available for group services. Hours of operation are clearly posted. No expanded hours. External signage is clear; common with other one-stops. Internal signage is clear. Employees wear name tags.
<b>SITE 5</b>	Customers are increasingly looking for professional type jobs.	No greeter. A common reception point, but multiple access points to the system. Clearly posted hours of operation. Expanded hours of operation for certain services. Signage was posted both internally and externally. Employees wear name tags. Menu of services is displayed and available in print. Vision/mission is not displayed.
<b>SITE 6</b>	The system has seen an increase in the percent of employed customers being served versus unemployed. In 2000 18% were employed, while in 2001 21% were employed and 79% were unemployed. Gender and age distributions have remained very stable, but there was growth across the system for customers identifying themselves as American Indian (2%) and as Asian (3%).	Greeter not behind a desk. Common reception point. Space for group services. Clearly posts hours of operation. Expanded hours. No external signage. Clear internal signage. Employees do not wear name tags. Menu of services displayed. Vision/mission is not displayed.
<b>SITE 7</b>	Unknown.	Appearance of the Center is very good. All factors noted on list are positive. The Center is open Saturdays from 9 am – 1 pm. Site is the brand name and has been in place for over five years.
<b>SITE 8</b>	No.	Attractive facility that was obtained to be at the One Stop Center site by the Operator Consortium. The facility was not one of the partner's facilities in the past. The Center site is located in a former Corporate Headquarters that is now used by various economic development groups and business services organizations. All factors noted on list are positive. The Center has extended hours on Thursdays.

### Satisfying Job Seekers

	<i>Documented increase in "level" of customer (education and experience)</i>	<i>Appearance/Image of Center: Greeter not behind a desk, Common reception point, Space for group services, Clearly posts hours of operation, Expanded hours, Signage/Brand Name, Clear internal signage, Staff wear name tags, Menu of services displayed, Vision/mission displayed</i>
<b>SITE 9</b>	Not tracking customer education and experience.	Most greeters choose to sit behind a desk, others choose to stand in front of the desk. Common reception point for all services. Space is available for group services. Expanded hours of service only on a project basis. One market identity appears externally. Clear internal signage. Menu of services is provided in the resource room, but is not displayed. Vision/mission statements displayed.
<b>SITE 10</b>	Unknown.	Greeter behind a desk. No common reception point. Space available for group services. Hours of operation clearly posted. Expanded hours on Tuesday until 8 pm. Signage reflects statewide branding name. Internal signage is clear. Employees wear name tags. Menu of services displayed. Vision/ mission not displayed.
<b>SITE 11</b>	Unknown.	Greeter behind a desk. Common reception point. Space available for group services. Hours of operation clearly posted. No expanded hours. Statewide brand, building has both one stop center logo and employment services one. Internal signage is clear. Employees do not wear name tags. Menu of services is not displayed. Vision/ mission not displayed.
<b>SITE 12</b>	Unknown.	Greeter behind a desk. Common reception point. Space available for group services. Hours of operation clearly posted. Expanded hours on Tuesday until 8 pm. Statewide brand, signage inside building only – city regulations prohibit external signage. Clear internal signage. Employees wear name tags. Menu of services displayed. Vision/ mission not displayed.
<b>SITE 13</b>	Unknown.	Center is attractive, may be a little small for the numbers of customers currently being seen. Center is open until 8:00 pm on Thursday and from 9 am – 1 pm on Saturdays.
<b>SITE 14</b>	No.	Greeter not behind a desk. Common reception point. Space available for group services. Hours of operation clearly posted. No expanded hours. Workforce Board strategy is to have common brand, but currently inconsistently deployed. Clear internal signage. Employees wear name tags. Menu of services displayed. Vision/ mission displayed.

## Managing Job Seeker Services

	<i>Management Model: positioning of job seeker services</i>
<b>SITE 1</b>	In one center, typical self-serve employment services are the “front door.” In a second center located in industrial park, employer services are key; job seeking is targeted to employers in the industrial park area. The latter model is more Workforce Board-driven; the former more state ES-driven.
<b>SITE 2</b>	Typical self-serve employment services are the “front door.”
<b>SITE 3</b>	Workforce Board manages all job seeker services as well as Workforce Investment Act. Staff freely charge to appropriate funding source depending on customer they are working with and activity they engage in. Activity revolves around the resource area.
<b>SITE 4</b>	Job seeker services are the primary service.
<b>SITE 5</b>	Emphasis on providing multiple access points for job seekers into the system.
<b>SITE 6</b>	Employers don’t come to the centers so the job seeker is the primary customer at the center. Self-service is the point of entry for all job seekers.
<b>SITE 7</b>	Strong emphasis on job seeker services. There is an orientation/welcome meeting for new customers. A large, well-equipped resource room is available and always staffed by two people. Customer service set up on a customer decides basis. About 20% of customers choose totally self-directed services. About 40% elect to work with and Employer Specialist. A swipe card system is utilized to track customer services. An interactive web site is available for job seeker (as well as employer) use.
<b>SITE 8</b>	Strong emphasis on job seeker services. There is an orientation for new customers to give them an overview of services available. There is a large, well-equipped resource room/ area. Various partners who make up the Operator Consortium staff the resource room. There is a lot of self-service but there is always staff on duty who can assist with customer needs. Classes are offered by other organizations on other floors of the building for those that need GED/Adult Education or computer skills. A large number of job seeker workshops are provided at the Center by other organizations and open to any job seeker who signs up to attend.
<b>SITE 9</b>	Job seeker services are really the focus for the center.
<b>SITE 10</b>	Multiple entrances to center; staff looks to engage new customers when they arrive.
<b>SITE 11</b>	One customer door; resource room at front of center; reception point sorts whether there for Unemployment benefits or for employment services; connects customer with staff.
<b>SITE 12</b>	One customer door; enters from building corridor directly into busy resource room. Staff does initial customer sorting there, many go no further, either by self-help or by staff assistance; appointments made for rest.
<b>SITE 13</b>	Strong emphasis on job seeker services. A well equipped resource room is available to job seeker customers. Population of the community is almost 50% Hispanic. Half of the Center staff is fluent in Spanish. Main referral source is word of mouth (44%). Individual Training Accounts are a part of Center strategy and they are quickly utilized. Center and staff are noting large increases in customers and dealing with capacity issues.
<b>SITE 14</b>	Typical self-serve employment services are the “front door.”

## Managing Job Seeker Services

	<i>Customer Flow</i>	<i>Scope of services</i>
<b>SITE 1</b>	Customers are engaged in activities; no lines or waiting chairs (with exception of individual staff assisted employment services at largest center). Unemployment Insurance benefits are not present.	WIA core and intensive; employment services; itinerant Adult Basic Education; full time Vocational Rehabilitation at one site; full time Welfare to Work at one site; full time Community Services Block Grant at one site (part time at another); full time Native American service organization at one site
<b>SITE 2</b>	Customers are engaged in activities; no lines or waiting chairs.	Partners and services vary from site to site. Even workshop materials for same topic are vastly different across sites. Some sites include social services.
<b>SITE 3</b>	Customers are all engaged in activities. No lines, no waiting chairs except for small Unemployment Insurance area, which is somewhat set apart and under a separate name. (Unemployment leaving soon). Formal orientation for "work-first" people once a week, but not for general public. Found most people don't want to sit through it and don't benefit. Benefit is in one-on-one assistance in resource area.	Workforce Investment Act core and intensive; employment services; Unemployment Insurance (under separate name and leaving soon); full time adult education; full time veterans' services; full time Migrant Seasonal Farm Worker services; full time vocational rehabilitation, adjacent and under separate name.
<b>SITE 4</b>	Business service model drives the customer flow.	Full range of services are available in the resource room or through employment teams.
<b>SITE 5</b>	Customer flow challenging due to the location of different services across campus.	Wide range of services available through associated partners.
<b>SITE 6</b>	Customers are engaged in activities; no lines or waiting chairs. Majority of the customers are working within the resource center.	Full range of services are available at no cost and for a fee to the customer.
<b>SITE 7</b>	Well designed.	Comprehensive.
<b>SITE 8</b>	Well designed.	Comprehensive.
<b>SITE 9</b>	Customer flow is managed as part of the customer service model.	Staff assisted resume preparation; resume posting; aptitude testing; career/interest testing; materials; job search skill training through core information session; education or skill training through Individual Training Accounts or subcontracted services.
<b>SITE 10</b>	No lines or waiting queue; customers awaiting staff help are shown to resource room for self-service.	All Workforce Investment Act core and intensive; Unemployment Insurance, Employment Services, Adult Basic Education, Job Corps; Vocational Rehabilitation; Welfare to Work; migrant and seasonal; Food stamp Education and Training; education and training on site within community college.
<b>SITE 11</b>	Can be waiting lines; seating area for those waiting in front; not the resource room.	All Workforce Investment Act core and intensive; Unemployment Insurance, Employment Services, Job Corps; Migrant and Seasonal; Vocational Rehabilitation; Welfare to Work; Temporary Assistance to Needy Families; Food Stamps, Education and Training
<b>SITE 12</b>	No waiting lines unless entire resource room is full; staff then encourage users who've been at a computer a long time to return another time.	All Workforce Investment Act core and intensive; Unemployment Insurance, Employment Services, Adult Basic Education, Temporary Assistance to Needy Families, other welfare Education and Training
<b>SITE 13</b>	Well designed.	Comprehensive.
<b>SITE 14</b>	Customers are engaged in activities; no lines or waiting chairs.	Job Banks, Employer profiles, Labor Market Data, Training Program Information, Resume Development, Job Fairs, Computers

Managing Job Seeker Services		
	<i>Serving Universal Population: Evidence of change in customer base</i>	<i>Post employment services</i>
<b>SITE 1</b>	Customer base at site that is targeted to an industrial park area attracts more employed individuals	Counseling and supportive services.
<b>SITE 2</b>	Unknown.	Unknown.
<b>SITE 3</b>	In state job match system, percentage of professionals is rising.	Job retention workshops, regular ongoing communication with employers to target services for specific employees when needed. Many people come to the center to continue improving their basic workplace skills and continue to look for better employment.
<b>SITE 4</b>	The reliance on Temporary Assistance to Needy Families funding positions the welfare population as a primary customer base.	No apparent post employment services are available.
<b>SITE 5</b>	The variety of services is intended to meet the needs of a changing customer base.	No discussion of post employment services, though a number of job seekers are currently employed.
<b>SITE 6</b>	The system has seen an increase in the percent of employed customers being served versus unemployed. In 2000 18% were employed, while in 2001 21% were employed and 79% were unemployed. Gender and age distributions have remained very stable, but there was growth across the system for customers identifying themselves as American Indian (2%) and as Asian (3%). Also, 25% of those served have a college degree.	Specific post employment services are not offered, but a number of employed individuals are coming to the center to utilize existing services.
<b>SITE 7</b>	Yes. They serve employed as well as unemployed customers, although the majority of customers coming to the Center are unemployed. They also have a strong emphasis on youth services which is promoted and backed by the Regional Employment Board/Workforce Board.	Sample customer satisfaction work.
<b>SITE 8</b>	Yes. About 30% of customers are employed and about 70% are unemployed. Racial makeup of customers coming into the Center is 50% white and 50% black. Characteristics of those only using the Workforce Board site is not known.	Customer satisfaction surveys.
<b>SITE 9</b>	Serving entry and mid level, clerical, manufacturing, and technical.	No discussion of post employment services.
<b>SITE 10</b>	Unknown.	Unknown.
<b>SITE 11</b>	Unknown.	Unknown.
<b>SITE 12</b>	Unknown.	Unknown.
<b>SITE 13</b>	Yes. They serve both employed and unemployed job seekers. Large numbers utilizing the Center are Hispanic due to make up of the community as well as Center's having significant number of staff who speak Spanish.	Sample customer satisfaction.
<b>SITE 14</b>	No.	Unknown.

<b>Managing Job Seeker Services</b>		
	<i>Managing Quality: Written strategy for building customer relationships</i>	<i>Data sharing Across Partners</i>
<b>SITE 1</b>	Performance objectives only.	Some. Workforce Investment Act entity shares its data with partners, but the partners don't always share theirs.
<b>SITE 2</b>	No. But have written marketing plan for each site.	Limited.
<b>SITE 3</b>	No.	Some. State developed integrated Management Information System for Workforce Investment Act, Welfare to Work, displaced homemaker, Wagner-Peyser that includes integrated Individual Service Strategy and case management. Local Workforce Board developed employer database open to all partners for use.
<b>SITE 4</b>	Customer service training is provided to all staff. Did not see any written strategy for building customer relationships.	No specifics on data sharing. Need more information.
<b>SITE 5</b>	Collaborative marketing is the best strategy for building relationships with partners and with customers.	No discussion of data sharing across partners.
<b>SITE 6</b>	Marketing is an important strategy for building relationships with partners and with customers.	No specifics on data sharing across partners.
<b>SITE 7</b>	Yes.	Yes. Site receives via the Workforce Board both Workforce Investment Act and Wagner Peyser resources as well as Temporary Assistance to Needy Families resources; site is directly overseeing several federal resources as well as State Legislative appropriations for One Stop services.
<b>SITE 8</b>	Yes, as part of business plan.	Yes.
<b>SITE 9</b>	Currently developing a strategy for building customer relationships.	Partners share data from individual MIS systems.
<b>SITE 10</b>	Unknown.	Limited; sharing of unsuppressed job orders from employment service.
<b>SITE 11</b>	Unknown.	Limited; sharing of unsuppressed job orders from employment service.
<b>SITE 12</b>	Unknown.	Limited; sharing of unsuppressed job orders from employment service.
<b>SITE 13</b>	Yes.	Yes. Operator has multiple funding sources so it tracks info for the various funders.
<b>SITE 14</b>	No.	Limited.

<b>Delivering Services to Job Seekers</b>				
	<i>Resource center is focal point</i>	<i>Self-help services readily available</i>	<i>Computers available</i>	<i>Web-based services</i>
<b>SITE 1</b>	Yes.	Yes.	15 at comprehensive center.	Posting of office hours/locations/services, resume posting, local labor market information.
<b>SITE 2</b>	Yes.	Yes.	Yes; varies from 15 – 40.	Varies by site, Posting of office hours/ locations/ services, Employers post job orders, Job seekers register for work, Resume posting, Local labor market information, Links to community agencies, Q&A for customers, Bulletin Board for customers.
<b>SITE 3</b>	Yes.	Yes.	Site a: 16; site b: 14; site c: 3.	Posting of office hours/locations/services, Work registration, Resume posting, Q&A, Local labor market information, Community service directory, Links to community agencies, Staff contact info.
<b>SITE 4</b>	Resource center is off to the side of the main entry, but still is a focal point in customer flow.	Focus is on self-service in the resource room. Only one staff person is available for support.	Approximately 19 computers are available in the resource room.	Currently working to increase the type of job seeker services that are available on-line as part of state initiative.
<b>SITE 5</b>	Resource center, which is located at the library, is one of the first points of access to system.	Self-help services are readily available.	Computers are available.	Web-based services are available.
<b>SITE 6</b>	Resource center is off to the side of the main entry, but still is a focal point in customer flow.	Yes. Self-service is the primary vehicle for delivery.	Computers are available.	Web-based services are available including: office hours, location, and services menu; resume posting; unemployment insurance application; Q&A service for customers; local labor market information; community service directory; and links to community agencies.
<b>SITE 7</b>	Yes.	Yes.	Yes.	Yes.
<b>SITE 8</b>	Yes.	Yes.	Yes.	Yes.
<b>SITE 9</b>	Yes.	Yes.	18 Internet connected; 4 stand-alone.	Posting resumes, registering for work.
<b>SITE 10</b>	Yes.	Yes.	Yes.	Yes.
<b>SITE 11</b>	Yes.	Yes.	Yes.	Yes.
<b>SITE 12</b>	Yes, very strongly so.	Yes.	Yes.	Yes.
<b>SITE 13</b>	Yes.	Yes.	Yes.	Yes.
<b>SITE 14</b>	Yes.	Yes.	Yes.	Posting of office hours/ locations/ services, Employers post job orders, job seekers register for work, Resume Posting, Local labor market information, Community service directory, Links to Community agencies, Q&A for customers, Bulletin Board for customers.



### Delivering Services to Job Seekers

	Management of website	Average number of job seekers per month	Staff stationed full time in the resource area	Information available in wide array of media	Customers have access to telephone, fax, photocopier, printer, internet	Resume preparation
<b>SITE 1</b>	Locally managed by operator.	1,000	Yes.	Yes – Videos, newspapers, job books, tech.	Yes.	Self-help and staff-assisted.
<b>SITE 2</b>	Local.	500	Yes.	Yes.	Yes.	Self-help and staff-assisted.
<b>SITE 3</b>	Jointly managed by state and Workforce Board.	Site A: 5,000	Yes. Used to use dedicated staff, moved to rotation method - career advisor moves with individual through the process rather than “referring” them to intensive services. Lose fewer customers that way.	Yes – Videos, newspapers, job books, tech.	Yes.	Self-help and staff assisted.
<b>SITE 4</b>	State manages the web site.	About 1,000 new registrants; 500 eligibility intakes; 10,000 job referrals per month.	Only one staff person is stationed full time in the resource area.	Information is primarily available through print media.	Yes.	Yes.
<b>SITE 5</b>	State agency manages the web site.	No discussion of the number of job seekers.	Two staff people are stationed full time in the resource area.	Yes.	Yes.	Yes.
<b>SITE 6</b>	Both locally and at the State level.	The system served approx. 10,815 customers in 2001.	Yes.	Yes.	Yes.	Yes.
<b>SITE 7</b>	Local.	Annually 7,000 different job seekers are seen. There are 50-60 new people seen per week.	Two are always on duty. Some staff are rotated through the Resource Center.	Yes.	Yes.	Yes.
<b>SITE 8</b>	State.	1,900	Yes.	Yes.	Yes.	Yes.
<b>SITE 9</b>	State.	1,500	Yes.	Yes.	Yes.	Yes.
<b>SITE 10</b>	Local.	1,254	Staff always there; rotates.	Yes.	Yes.	Yes.
<b>SITE 11</b>	State.	917	No.	Yes.	Yes.	Yes.
<b>SITE 12</b>	Local.	1,350	Staff always there; rotates.	Yes.	Yes.	Yes.
<b>SITE 13</b>	Locally managed.	9,000 during FY00. 1st quarter of FY01 saw 3500.	Yes.	Yes.	Yes.	Yes.
<b>SITE 14</b>	Local.	500	Yes.	Yes.	Yes.	Self-help and staff-assisted.

### Delivering Services to Job Seekers

	<i>Skill Assessment</i>	<i>Aptitude Testing</i>	<i>Career/ Interest Assessment</i>	<i>Job Search Skill Training</i>	<i>On-Site Education or skill training (ABE/GED, literacy, computer classes)</i>	<i>Fee-based services</i>	<i>Service Recovery Strategy</i>	<i>Job Matching System</i>
<b>SITE 1</b>	Yes.	Yes.	Yes.	Yes.	On-site Adult Basic Education at comprehensive center.	No.	Yes.	Operator developed its own job matching system, but provides access to others.
<b>SITE 2</b>	Yes.	Yes.	Yes.	Yes.	Yes.	Not for Job Seekers.	Unknown.	Duplicate systems – state and locally developed system. Currently no automated integration.
<b>SITE 3</b>	Yes.	Yes.	Yes.	Yes.	Yes. Learning labs at every one stop offer reading, writing, basic math and algebra, basic computer and keyboarding, word processing, spreadsheet, English as a Second Language, GED at no cost to universal audience.	No.	None.	State system developed with significant local input.
<b>SITE 4</b>	Yes.	Yes.	Yes.	No.	No.	Some assessment services are fee-based; not a serious focus.	No.	State system.
<b>SITE 5</b>	Yes.	Yes.	Yes.	Yes.	Yes.	Yes.	No.	Yes.
<b>SITE 6</b>	Yes.	Yes.	Yes.	Yes.	No.	Yes.	Yes.	Yes.
<b>SITE 7</b>	Yes.	Yes.	Yes.	Yes.	Yes.	Yes (limited).	Yes.	Yes.
<b>SITE 8</b>	Yes.	Yes.	Yes.	Yes.	By other organizations located in same building on different floors. Referral system seems to work well.	Yes. Limited at this time.	Yes.	Yes.
<b>SITE 9</b>	No.	Yes.	Yes.	No.	Yes.	Yes; aptitude testing for non-targeted populations.	No.	Yes; state job matching system.
<b>SITE 10</b>	Yes.	Yes.	Yes.	Yes.	Yes (at community college).	No.	Yes.	Yes.
<b>SITE 11</b>	Yes.	Yes.	Yes.	Yes.	No.	No.	Unknown.	Yes.
<b>SITE 12</b>	Yes.	Yes.	Yes.	Yes.	Yes	No.	Unknown.	Yes – did county specific to complement state system.
<b>SITE 13</b>	Yes.	Yes.	Yes.	Yes.	Yes. Also do referrals.	Yes.	Yes.	Yes.
<b>SITE 14</b>	Yes.	Yes.	Yes.	Yes.	Yes.	Not for Job Seekers.	Yes.	Duplicate systems – state and locally developed system. Currently no automated integration.

### Measuring Success

	<i>Performance measures across the system</i>	<i>State or local Workforce Board developed measures/standards</i>	<i>Center uses "indicators" to determine if it is on track to meet outcomes</i>	<i>Center measures staff satisfaction</i>
<b>SITE 1</b>	No. By program only.	State and local Workforce Board established program measures and standards.	Yes, but only for individual programs contracted to operator.	No.
<b>SITE 2</b>	Yes.	Just implementing new Workforce Board level performance measures and incentive policy.	Yes.	Unknown.
<b>SITE 3</b>	No. By program only.	State established system standards for one-stops, but not measures.	Yes, but only for specific programs under the Workforce Board.	No.
<b>SITE 4</b>	State established a set of performance measures that help run the one-stop on a daily basis.	Attempted to establish what was really important to customers as part of the baseline survey.	Looking at developing a scorecard that focuses on key business processes and results.	Formally surveying customers annually, including job seekers, employers, and staff.
<b>SITE 5</b>	System operates under an outcome-based management structure. Employees are paid based on performance and achievement of goals and outcomes. Importance of using data and measuring outcomes to assess progress. Measures are still program based, but the board is focused on overall system performance.	Local Workforce Board develops the measures/ standards.	Supervisors meeting every other week to talk about project outcomes and to track performance.	A workplace satisfaction survey is conducted.
<b>SITE 6</b>	Yes. Looking at the following measures: Customer Volume, Demographics, Outcomes, Services to Employers.	State and local Workforce Board develop the measures/ standards. Data collected through State system.	Yes. Workforce Board staff meets with center management to review operations reports on a regular basis.	Yes. Measuring satisfaction two times per year.
<b>SITE 7</b>	Yes, for the services directly administered by site.	Yes.	Yes.	Unknown.
<b>SITE 8</b>	Yes for \$\$s served by Center and for customer satisfaction.	Both.	Yes.	Yes, annually.
<b>SITE 9</b>	Yes; market share and satisfaction measures.	State has established minimum standards; local Workforce Board has developed performance measures.	Yes; market share and satisfaction measures.	No.
<b>SITE 10</b>	No.	No.	Yes.	Yes, informally and continuously.
<b>SITE 11</b>	Just starting to build.	Local Workforce Board developing standards.	No.	Yes, annually.
<b>SITE 12</b>	No.	No.	No.	Yes, in process.
<b>SITE 13</b>	Yes, for funding and programs administered by the Operator.	Yes.	Yes.	Yes.
<b>SITE 14</b>	Yes.	Just implementing new Workforce Board level performance measures and incentive policy.	Yes.	No.



# **One Stop Design and Management Site Matrices**



## Governance/Leadership

	<i>State level entity role in policy and operations</i>	<i>Local Workforce Board role in leadership</i>
<b>SITE 1</b>	Minimal. State leaves policy direction for establishment of one-stops, operations, fee-for service, outcomes, to locals.	Workforce Board set vision at time contract was procured and they continue to be active. Operation utilizes “employer first” focus.
<b>SITE 2</b>	Minimal.	Workforce Board selects operators via competitive bid; focused on negotiating concerns between public and private entities.
<b>SITE 3</b>	Strong state/local relationship. Act as partners in setting direction for system. State set policy criteria with regards to one-stop establishment, processes, operations, but in partnership with local boards. View state as a collaborator, albeit one they don’t always agree with.	Very strong. Workforce Board retained role as “operator”, but only as coordinator, not service delivery entity. Governor has telephone relationship with board chairs. Boards control several resources. Board members evaluate centers by being users.
<b>SITE 4</b>	State encourages consistency in the design of and customer service standards for centers. State-level design team uses a franchise model to create a common look and feel for customers across all one-stops.	Regional councils have responsibility for creating a workforce services plan in each of the regions. Primary responsibility is in determining local training priorities.
<b>SITE 5</b>	State has very little to do with local policy and operations; very little discretionary money available other than Workforce Investment Act. Local government and private sector businesses are critical to providing guidance.	Workforce Board has the lead in deciding what needs to be done locally. Board has a strategic plan that the one-stop used to develop its own plan and how it measures success. Using the plan to engage partners in making commitments to the system. Board is focused on two primary questions; who are our customers and how do we measure results?
<b>SITE 6</b>	State has very little to do with local policy and operations beyond establishing performance measures.	Workforce Board plays the following roles: Oversees, measures and monitors the one-stops' implementation, operations, and functions, Assesses the performance of the operator against plan and budget, Provides technical assistance and capacity building, Resolves policy issues
<b>SITE 7</b>	Strong in initial years of One Stop System, but in recent years has been somewhat limited.	Very strong.
<b>SITE 8</b>	State has played a very strong role in setting overall framing for One Stop System for the State. One Stop System throughout the State has a common name.	Strong.
<b>SITE 9</b>	State provides minimum chartering or certification criteria and broad policy direction; local flexibility in center operations.	Local Board charters the one-stop and is very interested in how well the center functions.
<b>SITE 10</b>	State provides broad policy direction; leaves Workforce Boards and operators lot of flexibility to customize within that frame.	Workforce Board chartering required to operate centers; uses Baldrige based criteria.
<b>SITE 11</b>	State provides broad policy direction; leaves Workforce Boards and operators lot of flexibility to customize within that frame.	Workforce Board chartering required to operate centers; uses Baldrige based criteria. Customizes expectations to variance among counties in large region.
<b>SITE 12</b>	State provides broad policy direction; leaves Workforce Boards and operators lot of flexibility to customize within that frame.	Workforce Board chartering required to operate centers; uses Baldrige based criteria. Charters bi-annually; in off years asks centers to do quality assurance program. Committee works closely with operators for oversight & feedback.
<b>SITE 13</b>	Strong in initial years of One Stop System, but in recent years has been somewhat limited.	Very strong.
<b>SITE 14</b>	Minimal.	Workforce Board selects operators via competitive bid; focused on negotiating concerns between public and private entities.

### Governance/Leadership

	<i>Decision-making process defined among partners</i>	<i>Common goal and vision building</i>	<i>Communication facilitated among partners</i>
<b>SITE 1</b>	Team building activities initiated by Workforce Board in Sept 2001.	Team building activities initiated by Workforce Board in Sept 2001.	No.
<b>SITE 2</b>	Varies by site.	Varies by site.	Minimal; joint responsibility of Workforce Board and local operators.
<b>SITE 3</b>	Yes. Management team of 18 meets monthly.	Yes. Considerable effort devoted to joint training and team building.	Yes; frequent partner meetings, excellent relationships.
<b>SITE 4</b>	All of the primary partners are state employees working for the same department. Each of the one-stops has a manger that reports to a regional director. Senior management team (comprised of partners) is responsible for continuous process improvement efforts.	Centralized process for creating the vision and setting the goals. State Board is involved in an annual planning process that connects to regional directors. Every team has a planning retreat to connect their work to regional and statewide goals.	Working on communication processes. Created an employee communications team that connects to senior management team. Staff Intranet is used to post information. Supervisors connected to each of the teams also facilitate communication.
<b>SITE 5</b>	30 partners involved in the system and each of them has an Memorandum of Understanding. Role in decision-making is related to the importance of the system to their bottom line. Different tiers of partners based on certain operating principles and levels of investment. The partnership has seven core members, including mandated seats for city government and local economic development. Membership votes for the other 5 seats.	Board has a strategic plan that the one-stop used to develop its own plan and how it measures success. Using the plan to engage partners in making commitments to the system.	Focused on getting partners to commit to the system because the partnership adds value to the services they provide. Looking for ways to connect partners with each other, including offering organizational development opportunities for partners.
<b>SITE 6</b>	No.	The Center has a business plan that clearly identifies the vision, mission, business objectives, action steps, timeframes, and revenue needs.	A Workforce Partners Advisory Group meets to inform the activities of the Workforce Board's workforce development committee. A similar network is organized for youth service providers.
<b>SITE 7</b>	Yes.	Yes.	Yes.
<b>SITE 8</b>	Yes.	Yes.	Yes.
<b>SITE 9</b>	Four key operating partners are involved in the decision-making.	Started planning for the center about 4 or 5 years ago with about 30 or more community groups. Core group of 5 people became key partners and developed a common vision and goals for the center.	Operating partners meet on a regular basis.
<b>SITE 10</b>	High collegiality among partners with regular meetings and presumption of working together.	Yes; developed early as foundation for the one-stop creation.	Yes; see "decision-making" comments.
<b>SITE 11</b>	Strong partners committee grew out of a local workforce council for county (one county in multi-county Workforce Board region).	Yes; came out of pre-one-stop local planning among partners.	Yes; see "decision-making" comments.
<b>SITE 12</b>	Strong managing partners group with regular meetings; works at strategic level, leaving day to day decisions to coordinator and staff.	Yes; came out of strong partnership building during formation and continues as a result of regular meetings.	Yes; partners meetings managed by coordinator.
<b>SITE 13</b>	Yes.	Yes.	Yes.
<b>SITE 14</b>	Yes.	Yes.	Minimal; joint response. Workforce Board and local operators.



### Governance/Leadership

	<i>Joint venture approach</i>	<i>Defined process for bringing new partners into the one-stop</i>	<i>Comprehensive vs affiliate relationships</i>
<b>SITE 1</b>	No. Workforce Investment Act provides funds, takes the risks.	No.	Operator runs all sites, both comprehensive and smaller offices. There is no affiliate relationship outside of the operator's sites. Employment service and other partners maintain separate offices in addition to one-stop participation, but are not "affiliates" per se.
<b>SITE 2</b>	No. Predominantly funded by Workforce Investment Act with some non-federal funding.	Varies by site.	Each site has its own "mall" operator selected by competitive bid.
<b>SITE 3</b>	Yes. Workforce Board manages wide variety of resources, including Wagner-Peyser. Partners do contribute some resources to joint training. Cost sharing of center is formula based on combination of space and bodies. Partners contribute to resource room in various ways.	No.	Operator (also the Workforce Board in this case) runs all sites, both comprehensive and smaller offices. There is no affiliate relationship outside of the operator's sites. Unemployment Insurance retains name of a separate agency. Vocational Rehabilitation maintains own space and name that is associated with the one-stop, but not an affiliate per se.
<b>SITE 4</b>	Started off as co-located staff, but began to mix the staff within teams to achieve the vision of seamless service. More opportunities to look across funding sources to allocate costs for service provision because of the state agency merger.	No defined process for bringing in new partners. Still working on building partnerships with agencies not colocated at the one-stops.	Some smaller one-stops exist that don't offer all of the services. All are still part of the centralized state system.
<b>SITE 5</b>	Each partner signs an Memorandum of Understanding (MOU) that requires certain information. Revisiting MOUs to address resource sharing issues. Looking for partners to identify what they give to and take from partnership; identify resources they're willing to commit.	No defined process for bringing new partners into the one-stop.	System includes 6 neighborhood self-sufficiency centers and outplacement services at the VA Hospital.
<b>SITE 6</b>	No.	Yes.	No affiliate relationships.
<b>SITE 7</b>	Yes.	Yes	Comprehensive site that has one satellite.
<b>SITE 8</b>	Yes.	Yes.	The Operator Consortium is currently involved in establishing 4 satellite centers that will be located in community organizations in various neighborhoods.
<b>SITE 9</b>	Consortia consisting of government and private not-for-profit.	Yes.	Originally had plans for 4 small regional centers, but resources aren't available for more than one center.
<b>SITE 10</b>	Friendly but driven by lead partner (Community College).	Unknown.	Comprehensive.
<b>SITE 11</b>	Friendly but driven by lead partner (employment service).	Unknown.	Comprehensive.
<b>SITE 12</b>	Yes; interchangeability of staff from several agencies in resource room and doing core services; strong commitment to joint decision-making.	Unknown.	Comprehensive.
<b>SITE 13</b>	Yes.	Yes.	Comprehensive.
<b>SITE 14</b>	No. Funds from Workforce Investment Act, Employment Service, Vocational Rehabilitation, some non-federal funding	Yes.	Site has its own "mall" operator selected by competitive bid.

<b>Management</b>				
	<i>Operator was competitively procured</i>	<i>Operator entity is a consortium</i>	<i>Center has a single manager/coordinator with described authorities for managing the center</i>	<i>Center manager/coordinator is funded by more than one funding source</i>
<b>SITE 1</b>	Yes.	No. Operator is a private, not-for-profit	Individual centers have no on-site managers. Management is centralized at the operator entity level.	N/A.
<b>SITE 2</b>	Yes, some are for-profit, some are public. Central Administrative office coordinates site activity and develops area strategy.	No.	Centers have "mall" operators – not one-stop operators.	Varies by site.
<b>SITE 3</b>	Workforce Board is the operator, but it competitively procured a service providing entity.	No (Workforce Board is operator, service providing entity is not a consortium).	No. There are on-site management teams who supervise the staff. Operator (Workforce Board) does no "management, but "facilitates a collegial atmosphere."	Workforce Board controls multiple funding sources, so management/coordination is funded across its resources, plus the management team reflects various partners.
<b>SITE 4</b>	Operator is the state agency.	Operator is the state agency.	Each of the one-stops has a manger that reports to a regional director.	The one-stop manager is a staff member of the state agency that operates the center.
<b>SITE 5</b>	No.	Yes.	A coordinator focuses on building and maintaining the partnership. Overall, trying to be a flat organization that imbeds leadership at all levels.	Not sure.
<b>SITE 6</b>	Yes.	No.	Yes.	Yes.
<b>SITE 7</b>	Yes.	No.	Yes.	Yes.
<b>SITE 8</b>	No.	Yes.	Yes. The Operator Consortium selected the manager via a competitive bid process.	Yes.
<b>SITE 9</b>	No.	Yes, consortia consisting of government and private not-for-profit.	Yes, consortia of operators selected the manager.	No.
<b>SITE 10</b>	No.	Yes.	Yes, lead partner manager	Cost allocated within the lead partner's funding sources.
<b>SITE 11</b>	No.	Yes.	Yes, lead partner manager	Cost allocated within the lead partner's funding sources.
<b>SITE 12</b>	No.	Yes.	Yes, on staff of lead partner with full time one-stop center coordination role	Cost allocated within the lead partner's funding sources.
<b>SITE 13</b>	Yes.	Operator entity was originally set up by five organizations.	Yes.	Yes.
<b>SITE 14</b>	Yes, not-for-profit organization. Central Administrative office coordinates site activity and develops area strategy.	No.	No.	Yes.

### Management

	<i>Center manager is accountable to...</i>	<i>Center has a business plan</i>	<i>Programs are integrated, not just co-located</i>	<i>Cost sharing across agencies</i>
<b>SITE 1</b>	N/A.	No, Operator has a business plan for its own operations.	No.	None.
<b>SITE 2</b>	Workforce Board.	Yes. Used as the basis for bidding on the operator position.	Yes.	Unknown.
<b>SITE 3</b>	Workforce Board (the operator).	No.	Yes. Simplified by the fact that the board controls multiple resources, including employment service funding. Partners still contact employers, but do it differently. E.g., business liaisons do cold calling, then bring in the appropriate partner depending on the issue.	Workforce Board controls multiple funding sources; separate "agencies" such as Unemployment Insurance pay for their expenses within the center. Partners do contribute to joint training.
<b>SITE 4</b>	The one-stop manager is accountable to the regional director of the state agency.	The center doesn't have a business plan.	Programs are integrated into multi-functional employment teams.	Cost sharing occurs across agencies because of state agency merger. Vocational Rehabilitation is not a partner; tied to Vocational Education.
<b>SITE 5</b>	The partnership and the Board Director.	One-stop has a strategic plan. Focused on being very opportunistic in developing new services for job seekers and employers.	Programs are collocated, but working on integrating services.	Some level of cost sharing exists, but looking to increase partner commitment to the system including resource contribution.
<b>SITE 6</b>	The Workforce Board.	Yes.	Yes.	Yes.
<b>SITE 7</b>	One Stop Center's Board of Directors.	Yes.	Most programs are integrated but some are only co-located.	Yes, but limited with co-located partners.
<b>SITE 8</b>	Operator Consortium.	Yes.	Yes.	Yes.
<b>SITE 9</b>	The Managing Partners (Operator Consortium).	Yes, a strategic plan.	Chose to integrate services, rather than co-locate from the beginning. Model based on a multi-agency cross-functional team that was pulled together early on to serve dislocated workers.	Yes, cost sharing agreement between investor partners.
<b>SITE 10</b>	Community College president.	Yes.	No.	No.
<b>SITE 11</b>	Employment service regional manager.	Yes.	No.	No.
<b>SITE 12</b>	WIA provider management; managing partners.	Yes.	Yes, to limited extent; bounded by state agency limits on integration.	No.
<b>SITE 13</b>	Operator's (which is a 501(c)(3)) Board of Directors, Center Manager is the Operator's Executive Director.	Yes.	Most programs are integrated. Some are co-located.	Yes, most of the resources come through the Operator which has multiple funding sources.
<b>SITE 14</b>	Workforce Board.	Yes.	Yes.	Unknown.

<b>Management</b>			
	<i>Common culture is fostered among partners</i>	<i>Levers that accelerate change</i>	<i>Cross training, career paths, developed of common skills among staff of all partners</i>
<b>SITE 1</b>	No.	Most change is being driven through the strong emphasis on employer services.	None.
<b>SITE 2</b>	Varies by site.	Most change is being driven by the strength of dynamic individuals at each site location, but not by documented strategy.	Unknown.
<b>SITE 3</b>	Yes. Considerable effort devoted to common culture.	Workforce Board management of Wagner-Peyser and other resources was a turning point for change. Consolidation of funds into one dept. at the state level did more than anything else to help them.	Yes. Planning to do a Work Keys profile on the career advisor position.
<b>SITE 4</b>	Focused on integration of services as an underlying business principle. Customer service standards provide the expectations for staff to achieve "toe to toe" customer service.	Focused on creating a common language through forms. Formalized training around customer service, change management, integration of services, teambuilding, leadership, and continuous improvement. Staff visited centers across the state to talk about customer service with other one-stops.	An 8-week eligibility academy is offered before staff are placed in one-stops; part of the training is on-site. A 6-week employment counselor training is also offered. Customer service training and employee orientation are provided. Starting to look at certification processes and career ladders to address turnover issues. Cross-training on every system as part of technology integration efforts.
<b>SITE 5</b>	Focus is on listening to the voice of the customer and building strategic alliances. This seems to be share among partners, especially business partners that operate under the same set of principles.	Being opportunistic, doing the very few things that are important to be done, partnering with experts and with competitors, and collaborative marketing.	Require people to change jobs every 2-3 years. Allow people to bid for jobs based on skills and interest. Rely on personnel performance evaluations to articulate what staff should be focused on annually; not using job descriptions.
<b>SITE 6</b>	Yes.	Strong relationship between the Workforce Board and the one-stop operators. Workforce Board is viewed as the biggest fan and supporter of the one-stops.	Yes.
<b>SITE 7</b>	Yes.	Yes.	The One Stop Operators staff runs multiple programs. Cross training, etc, applies to the Operator staff and to a more limited degree for other partner staff.
<b>SITE 8</b>	Yes.	Strong emphasis on employer services - "business driven."	Yes.
<b>SITE 9</b>	Yes, established and demonstrated organizational values that help build a common culture.	Convened a meeting early on to negotiate the relationship between state employment service office and the other partners.	Yes, provided a lot of cross-training early on to advance the idea of service integration.
<b>SITE 10</b>	Yes.	Trust among partners; agreeing that every agency's needs are owned by all.	Did extensive investment in cross-training at outset; need to revisit it now.
<b>SITE 11</b>	No.	County workforce council, regional Workforce Board focus.	Did some cross-training.
<b>SITE 12</b>	Yes.	Strong Workforce Board leadership, strong partners leadership, focus of the center on business niche.	Has done a lot of cross-training and information sharing.
<b>SITE 13</b>	Yes.	Yes.	The One Stop Operator's staff run multiple programs. Cross training, etc. applies to Operator staff and to a more limited degree for other partner staff.
<b>SITE 14</b>	Yes.	Change is being driven by the strength of dynamic individuals at site locations, not documented strategy.	Unknown.

## Management

	Staffing	Revenue Strategies/role of fee for service
<b>SITE 1</b>	At comprehensive site: 6.5 Workforce Investment Act, 2 Wagner-Peyser, 2 part-time Adult Basic Education, 2 Vocational Rehabilitation, 1 CSBG, 1 Native American Services, 6.5 Welfare to Work Competitive Grant.	Fee for service in employer strategies is strong and growing. Revenue will establish operator as sustainable entity regardless of WIA.
<b>SITE 2</b>	Varies by site: Workforce Investment Act - 26 ft 12ft, Unemployment Insurance - 1 ht, Wagner-Peyser P - 8 ft, Adult Basic Education - 3.5 ft 2 ft, Veterans - 2 ft, Job C 1 pt, Vocational Education 1 ht, Vocational Rehabilitation 1 pt, Welfare 1.87 ft, (ft-full time, ht-half, pt-part).	Not seen as key activity.
<b>SITE 3</b>	18 staff charge to Workforce Investment Act, Welfare to Work, Temporary Assistance to Needy Families, Food stamps, Employment and Training, 4 Adult Basic Education, 2 Veterans Representatives, 2 Migrant Seasonal Farm Workers, 16 Vocational Rehabilitation (connected, but set-aside office), 1 Labor Market Information.	Just now starting a little fee for service: Work Keys profiling for employers. Board not eager for fee-based activity.
<b>SITE 4</b>	Information specialists greet customers at the front door and direct customers to appropriate service. Express desks provide immediate access to services. Four multi-functional employment teams can work with customers on all aspects of employment. Teams are comprised of eligibility workers that do the initial intake (specialists); long-term relationships are maintained with employment counselors (generalists). One person staffs the resource room; concern that employment specialists are not skilled with technology.	Some assessment services are fee-based; not a serious focus.
<b>SITE 5</b>	Teams are organized around business services and job seeker services. Staff turnover is relatively low and is attributed to the quality of the people and the challenging work.	Fee-for-service has always been part of the revenue generation because of very little discretionary money. Looking at asking teams for business plans for particular service strategies to improve decision-making around service development and delivery. Incorporation allows foundation money, grant money, and contracts with business to provide alternative sources of revenue.
<b>SITE 6</b>	Staff are organized into functional teams that develop and deliver job seeker and employer services.	The Workforce Board requires a fee-for-service strategy and the one-stops market those services and associated fees to job seekers and employers.
<b>SITE 7</b>	25, of which 5 are out stationed at the County Welfare office. The One Stop receives Temporary Assistance to Needy Families (TANF) funds and provides workforce services for TANF recipients.	Want to grow fee for service business. Currently constitutes a very small 1% of One Stop Operator budget.
<b>SITE 8</b>	43 staff from various partners who make up the Operator Consortium.	Is being developed by the Operator Consortium at this time.
<b>SITE 9</b>	Staff is organized into functional teams that develop and deliver job seeker and employer services. Staff from different agencies work together on these teams, while still maintaining a connection with their employer of record.	Aptitude testing services are available for a fee.
<b>SITE 10</b>	12 full time; several part time.	Fees not planned.
<b>SITE 11</b>	21 full time; 5 part time.	Fees not planned.
<b>SITE 12</b>	39 total; a few full time, most part-time.	Fees not planned.
<b>SITE 13</b>	35 staff.	Committed to fee-for-service strategy. Fees represent a small percentage of the total Operator budget, but want to increase in current and future years.
<b>SITE 14</b>	Workforce Investment Act - 26 ft, Adult Basic Education - 3.5 ft, Vocation Education - 1 ht, Welfare 1.87 ft.	No.

Measurement			
	<i>One-stop measures vs program measures</i>	<i>Measuring success of one-stops</i>	<i>Shared databases</i>
<b>SITE 1</b>	Program only.	Defined by increase volume, market penetration.	No.
<b>SITE 2</b>	One-stop and program.	Workforce Investment Act measures and incentive program.	Some.
<b>SITE 3</b>	Program only, but have outlined a concept of system measures.	State has Defined by volume and satisfaction.	For resources under Workforce Board control.
<b>SITE 4</b>	State established a set of performance measures that help run the one-stop on a daily basis. Looking at developing a scorecard that focuses on key business processes and results.	Formally surveying customers annually, including job seekers, employers, and staff. Attempted to establish what was really important to customers as part of the baseline survey. Board looks closely at the customer survey results.	Did not discuss in detail. Need more information.
<b>SITE 5</b>	The system operates under an outcome-based management structure. Employees are paid based on performance and achievement of goals and outcomes. Importance of using data and measuring outcomes to assess progress. Measures are still program based, but the board is focused on overall system performance.	Focused on the board getting to know the customers better. Looking at teams of two board members to interview customers to find out what went well and what didn't with one-stop services.	No discussion about shared databases.
<b>SITE 6</b>	System measures are in place as well as program measures.	Workforce Board conducts an annual charter review which emphasizes the core areas of: organizational development and center management, service delivery processes and product lines, and performance results.	Using the State system to collect and report data.
<b>SITE 7</b>	Customer satisfaction for job seekers and employers are measured for the Center as a whole. Also, customer numbers for job seekers and employers are measured as a whole.	Yes.	Yes.
<b>SITE 8</b>	There are One Stop measures for #s served and customer satisfaction.	Yes.	Yes.
<b>SITE 9</b>	Yes; market share and satisfaction measures.	Customer satisfaction; employers on web site; job seekers on web site; and job seekers in resource room.	No shared databases across partners.
<b>SITE 10</b>	Program measures only beyond statewide customer satisfaction measures.	Customer satisfaction; serving the community.	No.
<b>SITE 11</b>	Program measures only beyond statewide customer satisfaction measures.	Customer satisfaction; Workforce Board review of meeting chartering and business plan goals.	No.
<b>SITE 12</b>	Program measures only beyond statewide customer satisfaction measures; Quarterly customer feedback measures; Workforce Board setting quality improvement measures locally.	Successful referrals; "this is not about placement."	No.
<b>SITE 13</b>	Customer satisfaction for job seekers and employers is measured for the Center as a whole. Also, customer numbers for job seekers and employers are measured as a whole.	Yes.	Yes.
<b>SITE 14</b>	One-stop and program.	WIA measures and incentive program.	Some.

## Marketing

	<i>Brand identity</i>	<i>Product/market niche</i>
<b>SITE 1</b>	No state-prescribed identity. Local identity is name of the competitively procured operator. Workforce Board isn't sure how identity issues will be handled if operator is ever changed in competitive process.	Growing positioning as a consultant to businesses to address their broad workforce issues. Comprehensive site in an empowerment zone positioned more as a supply-side operation.
<b>SITE 2</b>	No state-prescribed identity. Workforce Board has developed marketing strategy for area that includes area branding, however current deployment is very inconsistent.	Unknown.
<b>SITE 3</b>	Yes. Strong state-prescribed identity which the state and locals both market widely. State runs all marketing through the state association committee before it goes out. Unemployment Insurance and Vocational Rehabilitation don't contribute to marketing since they kept their own identities. Most helpful state marketing: a 1-800 number that automatically routes calls to the closest one-stop.	High value placed on collaborative intermediary role. "Facilitating connections between employers and the workforce." Very involved in community, civic events.
<b>SITE 4</b>	Common logos, signage, brochures, and applications are all part of the franchise concept.	Focused on excellent customer service, self-service, and the use of technology to increase market penetration.
<b>SITE 5</b>	Marketing package includes information about all of the partners. New pieces will focus on services, not on who offers them. Two of these will be targeted toward employers and one will be for job seekers.	Attempting to serve a range of job seekers and employers. Job seeker services need to serve a highly technical and professional base of workers as well as a savvy employer market.
<b>SITE 6</b>	One-stop operator name is the brand identity for the system.	Centers are known for providing specific services. Competitive cooperation between operators drives some of the differentiation.
<b>SITE 7</b>	Yes – One Stop Operator has a name used for the Center and all of its activities.	Yes, but need to increase marketing budget and expand marketing activities was noted by Center staff.
<b>SITE 8</b>	Yes. Common name.	Yes. Working on increasing marketing efforts.
<b>SITE 9</b>	Center does not do a lot of marketing because its serving customers at full capacity.	Center knew it needed to serve the entry-level workforce, but not focused exclusively on this population. Currently providing services to an influx of Latinos. All materials are bilingual.
<b>SITE 10</b>	Statewide strong identity.	Customer friendly, quality, integrated services.
<b>SITE 11</b>	Statewide strong identity.	Excellence in job matching, connections to other services.
<b>SITE 12</b>	Statewide strong identity.	Information, brokering of wide range of resources to meet customer needs.
<b>SITE 13</b>	Yes – One Stop Operator name is used for the Center and all of its activities.	Yes. Very vested in the community and connected to economic development.
<b>SITE 14</b>	No state-prescribed identity. Workforce Board has developed marketing strategy for area that includes area branding, however current deployment is very inconsistent.	Unknown.